

THIRD-CENTURY PLAN
COLGATE UNIVERSITY

STATUS REPORT

July 2020

Third-Century Plan

In May 2019, the Colgate University Board of Trustees, faculty, and Alumni Council approved and endorsed *The Third-Century Plan*, a comprehensive plan that seeks to pursue Colgate’s mission at its highest level and establish Colgate as one of the very finest undergraduate institutions in the nation.

The Third-Century Plan is continually monitored by the Board, administration, and faculty to measure progress against its goals and to show effort applied in service of its initiatives. The Status Report provides annual updates against the plan for the University community. **Red text indicates next steps.**

SECTION I: Attracting and Supporting Outstanding Faculty, Students, and Staff

A University is, at its core, the product of the people it attracts and a union of individuals in service of learning. Truly talented students, a leading faculty, and professional staff are all required for Colgate to be among the finest colleges and universities in the nation. Colgate, therefore, must take those new steps necessary to ensure that it attracts students, faculty, and staff of remarkable promise and achievement.

Students – The No-Loan Initiative

Expansion of the financial support available to students to lessen the burden of student debt.

- Admitted Class of 2024 with no loans for students whose family incomes are less than \$125,000
- Repackaged financial aid with no loans for students in classes of 2023, 2022, and 2021 whose family incomes are less than \$125,000
- **Begin analysis of impact of No-Loan Initiative on yield for Class of 2024**
- **Analyze financial aid packaging practices**

Students – Increase in Applications

- Developed a six-part plan to increase application numbers and application quality
- Reformed admission reading and selection process to focus more on a genuine understanding of a student’s academic capacity and ability, relying less on test scores
- Announced partnership with Questbridge, beginning with Class of 2025

- Announced test optional pilot
- Decreased barriers to application completion by removing required essay question from the application supplement
- **Continue to expand prospect pool and improve applicant conversion with enhanced communications and development of virtual programming**

Faculty – Pre-Tenure Faculty Support

Beginning with the faculty cohort hired in the 2019–2020 academic year, pre-tenure faculty members will receive a calendar-year / four-course leave following a successful third-year review.

- Hired ten faculty with new leave policies
- Hired departments’ top candidate in five searches

Faculty – Competitive Teaching Load Planning

- Began analysis of teaching load differences across divisions and departments
- Assessed several different reduced teaching load models’ effect on departmental curricula
- Established four-course teaching load for new endowed chairs
- **Use results of analysis and assessment to determine the most effective approach to achieving a competitive faculty teaching load**

Faculty – Endowed Chair Initiative

- Established initial four Third-Century Endowed Chairs: The Rebecca Chopp Chair in the Humanities; The Carl Benton Straub ’58 Endowed Chair in Culture and the Environment; The W. Bradford Wiley Chair in International Economics; The Daniel C. Benton ’80 Endowed Chair in Arts, Creativity, and Innovation
- Named Constance Harsh the Rebecca Chopp Chair in the Humanities
- Named Jason Kawall the Carl Benton Straub ’58 Chair in Culture and the Environment
- Named Chad Sparber the W. Bradford Wiley Chair in International Economics
- Named Mary Simonson the Daniel C. Benton ’80 Endowed Chair in Arts, Creativity, and Innovation
- Developed list of potential new endowed chair positions that will strengthen new academic initiatives
- **Work with departments and advancement to prioritize potential new endowed chair positions and sequence the fundraising and funding of these chairs**

DEI – Diversity in Faculty Hiring

Colgate seeks to diversify its faculty — to bring to its classrooms, studios, laboratories, and team settings a greater range of backgrounds, experiences, and perspectives.

- Joined the Consortium for Faculty Diversity (CFD), a national organization that creates a postdoctoral pipeline of underrepresented minority candidates to selective liberal arts colleges
- Joined the National Center for Faculty Development and Diversity, an independent professional development, training, and mentoring community for faculty members, postdocs, and graduate students at all stages of their careers
- Revamped staff search process and strengthened administrative assistant oversight
- Hired Jessica Davenport and Taryn Jordan as first CFD post-doctoral fellows
- Hired Dominique Hill as a target of opportunity hire in women’s studies
- **Continue to build diverse pools of applicants for faculty positions**

Developing Initiatives

- Faculty: Conversion of visiting assistant professor lines to permanent positions

SECTION II:

Strengthening the University’s Academic Enterprise

Colgate’s future rests on the extent to which it continuously strengthens academic life and nurtures a culture of intellectual rigor across all of its endeavors. As a leading American institution with a broad liberal arts mission, Colgate must support and encourage students and faculty as they explore both timeless questions and new areas of inquiry, ensuring that this University remains a place deeply engaged with the most pressing academic debates that challenge humankind.

INITIATIVES

The Middle Campus Plan for Arts, Creativity, and Innovation

Colgate reaffirms its belief that artistic expression, creative thinking, and innovation must be hallmarks of a Colgate education. The Middle Campus Plan for Arts, Creativity, and Innovation is not only a rethinking of the role of the arts and creativity at Colgate, but also a rethinking of the campus itself.

- Defined the programming for Middle Campus to be around four intellectual blocks: a Center for Arts, Creativity, and Technology; the Data Center for Curricular and Cocurricular Innovation and Design; University collections and materials labs; and a Center for Music and Culture
- Worked with RAMSA/WXY to begin draft capital project model
- Identified the Collections Annex as the first project
- Relocated the museum studies minor to a new home in the interdisciplinary Division of University Studies
- Appointed Nicolas West, currently curator of the Picker Art Gallery, and Rebecca Mendelsohn, newly appointed curator of the Longyear Museum of Anthropology, as co-directors of University Museums
- Completed compliance with the Native American Graves Protection and Repatriation Act by returning remains to Oneida Nation
- Awarded the inaugural Daniel C. Benton ’80 Endowed Chair in Arts, Creativity, and Innovation to Mary Simonson
- **Plan/design Collections Annex in order to bring collections back to campus**
- **Improve Brehmer Theater**
- **Develop culturally sensitive museum practices, and identify issues of diversity, equity, accessibility, and inclusion in museum work**

The Robert H.N. Ho Mind, Brain, and Behavior (MBB) Initiative

The University will enable new interdisciplinary research, teaching, and programming, while enhancing existing strengths in exploring linkages between mind, brain, and behavior, including an updated and expanded Olin Hall.

- Began to rework Olin Hall initial designs to align with programming needs
- Set construction on Olin to begin summer of 2021
- **Plan renovation of Gatehouse to become swing space for Olin, summer of 2021**

Developing Initiatives

- Relaunch of the Lampert Institute for Civic and Global Affairs
- A New Center for Policy Analysis
- Innovation Fellowships
- The Center for Learning, Teaching, and Research Initiative
- Olmstead House Faculty-in-Residence Initiative

SECTION III:

Enriching the Student Experience

Colgate must overtly and explicitly create a deep, clear, and compelling campus culture — nurtured and expressed through its residential programs, athletics and other student activities, ceremonies, and traditions, and the overall campus experience. Colgate’s campus culture must foster bonds between students, faculty, and staff while connecting them, in a meaningful and sustained way, to the institution itself.

INITIATIVES

The Residential Commons System

A Colgate education means all students live the liberal arts, connecting their Colgate education to where they live. The way students live at Colgate shapes their education and their experiences. It begins with first- and second-year students living within one of four Residential Commons where the integration of living and learning expands. The Colgate Residential Commons system is grounded in providing every student with a strong foundational community, where they experience tradition and build class unity and where University affinity is cultivated.

- Affiliated all new students with one of four commons
- Linked first-year seminars (FSEMs) to students’ commons affiliation
- Opened Jane Pinchin Hall and Burke Hall to complete Dart Colegrove and Brown Commons, respectively
- **Strengthen FSEM-commons connection, working closely with FSEM faculty**
- **Working with Core Revision Committee, develop Living-Learning Workshop, a new element of the FSEM program**
- **Create of a fourth Sophomore Residential Seminar (SRS), and align one SRS with each Residential Commons**

The Upper-Level Residential System – Broad Street Neighborhood

Upper-level housing options along Broad Street, the College Street apartments, and within the townhouses allow juniors and seniors to move into increasingly independent living options. The intergenerational connection between the first and second two years of a student’s experience is forged with the Broad Street social houses affiliated with each of the four Residential Commons as well as with the Broad Street interest houses. Both the social houses of the Residential Commons and the Broad Street interest houses invite students from all four class years to take part in a variety of social, intellectual, artistic, academic, and extracurricular activities.

- Invested \$3.1M in College Street apartment renovations
- Completed six exploratory kitchen and bathroom renovations in College Street apartments for feasibility and scale
- Completed first report of the Third Century Residential Planning Committee
- Gathered feedback in partnership with Student Government Association for the Skyfactor Residential Survey
- **Complete Sasaki assessment of Broad Street houses and develop neighborhood plan options**

Career Services and Student Preparation

Colgate should increase students’ access to opportunities to build core skills and gain necessary experience by developing ways to offer applicable training to a wide proportion of Colgate students who seek it. Aligned with Colgate’s commitment to financial aid, career services provides all students with access to opportunities to build critical skills, competencies, and experiences known to differentiate job candidates.

- Piloted seven cohort-based career modules for students to explore interests or advance industry-based skills
- **Integrate behavioral, cognitive, and affective learning assessment with new career modules**
- **Install Bloomberg terminals for students’ use in Benton Hall**

Integrated Wellness

The health and wellness of Colgate students require an integrated model that ties together Student Health Services (SHS); Counseling and Psychological Services; Shaw Wellness Institute; Chaplain’s Office; Division of Physical Education, Recreation, and Athletics; and numerous other campus and community partners.

- Achieved International Association of Counseling Services Accreditation
- Completed external review of SHS
- Restructured SHS, adding clinical capacity
- Created sports medicine medical specialty program with Upstate Medical Institute
- Created a committee to focus on integration of SHS, counseling, and Shaw Wellness Institute
- **Integrate more professional development opportunities and student outreach focused on holistic wellness, including several departments throughout the University**

- [Propose a plan for the processes and physical space of an integrated wellness system](#)

Athletics Facilities Renewal Initiative

A facilities plan, developed from a review of PERA facilities and programming needs, projects future facilities and programming needs, defines a set of facility renovation and development priorities, and proposes a phased approach to facilities projects.

- Developed initial vision for West Campus with RAMSA
- Collaborated with Sasaki to further develop West Campus vision, including project program and concept plan layouts
- Created and engaged with West Campus users group to refine working program for New Athletic Center
- [Await guidance from Campus Planning Committee](#)

Athletics Scholarships

Current institutional policies and guidelines are examined and clarified as they relate to need-based financial aid, athletics financial aid (scholarships), admission slots, medical non-counter student-athletes, international student-athlete admission, and the Patriot League Academic Index. Recommendations are proposed for adjustments that are aligned with institutional expectations for academic and competitive success.

- Added six new athletics scholarships, distributed to field hockey, softball, volleyball, women’s lacrosse, men’s lacrosse, men’s soccer, and men’s ice hockey
- Made adjustments to promote greater equity in access to League Academic Index practices, recommended and accepted by Presidents Council of the Patriot League

Developing Initiatives

- Completed Athletics Resources Analysis
- Implementing new approval workflows and cost-savings to maximize existing resources
- Created strategies for identifying and securing new review opportunities to support sport programs

SECTION IV:

Improving the Campus and Environs

Colgate must steward one of its most precious assets: its campus. Enhancing the beauty of the campus, improving its infrastructure, and preserving its natural and built environment for future generations must remain high University priorities.

INITIATIVES

Upper Campus Landscape

With the guidance of Michael Van Valkenburgh Associates and building on prior long-term planning efforts, Colgate has developed the beginning of a long-term campus development plan. This plan will guide efforts to restore the campus landscape and treescape, improve parking and circulation, utilize the upper campus now expanded with new residence halls, and rationalize and improve the Middle Campus to create a new, engaging precinct for arts, creativity, and innovation.

- Completed Burke Hall/Pinchin Hall quad
- Planted 200 bicentennial trees
- Installed new pedestrian walkways from Merrill House parking lot up Academic Drive to academic quad
- [Install new handicap access landscaping in steam line project at Alumni Hall](#)
- [Configure new landscaping at entrance on Hamilton Street near Campus Safety](#)

Village Housing

Colgate needs to develop a variety of housing stock options that are affordable for faculty and staff from across the salary range.

- Secured gift of land, now called Chenango Hill, where approximately 35 new homes will be built
- Worked with developer on home prototypes
- Began construction on eight homes in the summer of 2020
- Began working with campus group and developer on a vision for 10–12 Utica Street, where more than 20 new rental properties will be built
- Submitted approximately \$1m in grants for development of 18–20 Utica through the Partnership for Community Development
- [Plan the next set of homes in Chenango Hill development](#)

Hamilton Initiative Part 2

Colgate must continue to invest in and develop the Village of Hamilton in collaboration with community partners.

- Completed Hamilton Theater renovation
- Raised funding for Seven Oaks Clubhouse renovation and golf course restoration
- Purchased 11–13 Eaton Street to be converted into parking for Hamilton community and staff
- [Design community and staff parking at 11–13 Eaton Street](#)
- [Plan 18–22 Utica development as mixed-use building](#)

Developing Initiatives

- Campus parking, circulation, and signage



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